

CHAPTER IV

Security Management



Section I

ARMED PRIVATE SECURITY COMPANIES

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In June 2022, the Inter-Agency Security Management Network (IASMN) approved a revision of the Armed Private Security Companies Policy. The change was made to harmonize this document with the Residential Security Measures Policy (Chapter 4, Section M of the Security Policy Manual) as well as bring both policies in line with recent system-wide guidance changes. The main edits were made to paragraph 27 and its footnote (footnote 4).

A. Introduction

1. The primary responsibility for the security and protection of United Nations Security Management System (UNSMS) organizations rests with the host Government. In ensuring such safety and security, certain circumstances may arise where armed security services become necessary. When the host Government is unwilling or unable to provide such protection, as determined by the UNSMS in consultation with the relevant authorities, armed security services will normally be provided by alternate Member States or the appropriate security entity within the UNSMS.
2. On an exceptional basis, to meet its obligations the UNSMS may use private companies to provide armed security services whenever the assessed security risk and programme need warrant it.
3. The fundamental principle guiding when to use armed security services from a private security company is that this may be considered only when there is no possible provision of adequate and appropriate armed security from the host government, alternate Member State(s) or internal UNSMS resources such as the Security and Safety Services or security officers recruited directly by a mission or another UNSMS organization.¹

B. Purpose

4. In circumstances where a UNSMS organization determines that armed security services from a private security company are required, the engagement and use of such services will be governed by a clear accountability and responsibility framework and clear operational standards and oversight. Further details are stipulated in the accompanying “Guidelines on the Use of Armed Security Services from Private Security Companies”.
5. The present policy describes the fundamental pillars of the decision-making framework, the assessment process and standards for such decisions.

C. Applicability

6. This policy is applicable to all security professionals and managers in the United Nations Security Management System (UNSMS) in accordance with Security Policy Manual, Chapter II, Section A, Framework of Accountability.
7. This policy applies to the selection, contracting and management of any armed security services from private security companies by a UNSMS organization and in relation to reimbursement for such services in the context of RSMs.

¹ See related UNSMS *Security Policy Manual* Chapter IV, Section J. “Arming of Security Personnel”

D. General Policy

8. The objective of armed security services from a private security company is to provide a visible deterrent to potential attackers and an armed response to repel any attack in a manner consistent with the UNSMS Security Policy Manual, Chapter IV, Section H “Use of Force Policy”, respective host country legislation and international law.
9. Armed security services from a private security company may not be contracted, except on an exceptional basis and then only for the following purposes:
 - a. To protect UNSMS personnel, premises, assets and operations.
 - b. To provide mobile protection for UNSMS personnel, assets and operations.
10. The details of the services outlined in paragraph 9 above are contained in the accompanying “Guidelines on the Use of Armed Security Services from Private Security Companies”.
11. The approval of the Under-Secretary-General for Safety and Security must be obtained prior to commencing the process of engaging a private security company.

E. Security Risk Management

12. The decision to use armed security services must be based upon a Security Risk Management Process (SRM).
13. The SRM will be conducted in accordance with *Security Policy Manual*, Chapter IV, Section A, Policy on Security Risk Management.
14. The SRM must be supported by further analysis and recommendations on the need for an armed security capability and on the most appropriate provider for that capability, as outlined in Section F.
15. Armed security services from private security companies will be considered on an exceptional basis only when the SRM and supporting analysis and recommendations have concluded that the fundamental principle guiding the use of armed security services from a private security company, outlined in paragraph 3, has been met.

F. Roles and Responsibilities

16. The Designated Official (DO) supported by the Security Management Team (SMT), must evaluate any potential negative impacts the contracting of armed security services from a private security company could have on UNSMS organizations and their programmes. The analysis of the potential negative impacts should encompass, *inter alia*, the prevailing usage of private security companies in the area of operation as well as globally, host country

and local community acceptance of armed security services from private security companies and the local history of negative impacts of incidents involving private security companies and their armed security services².

17. When the DO, in consultation with the SMT, determines that the use of armed security services from a private security company is justified, a request for approval must be submitted to the Under-Secretary-General for Safety and Security for consideration. UNDSS will liaise with concerned Organizations' headquarters security focal points.
18. The request for approval will include the related SRM, justifications of why armed security services cannot or should not be provided by the host government, alternate Member States or internal UNSMS resources and details of the assessment of the potential negative impacts of engaging armed security services from a private security company, and, if applicable, any RSM.
19. The Under-Secretary-General for Safety and Security shall reply in writing as soon as possible, as to whether he/she approves the request for the use of armed security services provided by private security companies.
20. Where approval for the use of armed security services provided by private security companies is granted, at each SRM review the full approval process must be implemented, including a new assessment of the primary options of host governments, alternate Member States or internal UNSMS resources for such provision.

G. Selection Criteria for the Armed Private Security Company

21. In cases where the Under-Secretary-General for Safety and Security has approved the use of armed security services from a private security company, companies bidding for the contract must meet the mandatory requirements for possible selection. The mandatory requirements are described in the "Guidelines on the Use of Armed Security Services from Private Security Companies".
22. The selection of armed security services from a private security company shall be undertaken in accordance with the applicable UNSMS organization's rules and regulations from those companies that meet the requirements stipulated in paragraph 21 above.

H. Screening Requirements for the Personnel of the Armed Private Security Company Selected

23. The private security company under consideration to provide armed security services to a UNSMS organization or personnel in the context of RSMs shall confirm to that organization, in writing, that the mandatory screening process for

² For examples of the humanitarian considerations in this analysis, reference should be made to IASC Guidelines on the Use of Armed Escorts for Humanitarian Convoys, found at:
<https://docs.unocha.org/sites/dms/Documents/Armed%20Escort%20Guidelines%20-%20Final.pdf>

its personnel, as outlined in the “Guidelines for Armed Security Services from Private Security Companies” has been conducted and that only personnel who meet the mandatory requirements will be used to provide armed security services to the UNSMS organization or personnel in question.

I. Use of Force, Weapons Manual and Standard Operating Procedures

24. Any private security company under consideration to provide armed security services to an organization participating in the UNSMS is required to develop and implement:
 - a. Its own Use of Force Policy consistent with the applicable national laws of the state in which the services are to be provided and, to the extent consistent with the applicable national law, with the UNSMS “Use of Force Policy” as found in Security Policy Manual, Chapter IV, Section H (which shall be made available to the private security company for reference). However, the Use of Force Policy of the private security company must be as or more restrictive than the UNSMS “Use of Force Policy”. The private security company’s Use of Force Policy shall not be less restrictive than the UNSMS “Use of Force Policy”. In addition, the private security company’s Use of Force Policy shall be consistent with the International Code of Conduct for Private Security Service Providers³ and must be members of International Code of Conduct Association in contexts where they are available;
 - b. Its own firearms management procedures and “Weapons Manual” consistent with the applicable national laws of the state in which the services are to be provided and, to the extent consistent with the applicable national law, with the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms” (which shall be made available to the private security company for reference). However, the private security company’s Weapons Manual must be as or more restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”. The private security company’s Weapons Manual shall not be less restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”. In addition, the private security company’s firearms management procedures and Weapons Manual should also be consistent with the International Code of Conduct for Private Security Service Providers;
 - c. The necessary standard operating procedures for the implementation of the contract in consultation with the UNSMS organization involved.

J. Training Requirements to be met by the Private Security Company

25. The private security company is required to ensure that its personnel have the

³ See <http://www.icoc-psp.org/>

- requisite skills and experience to perform the services in accordance with the contract and standard operating procedures (see paragraph 24(c) above).
26. Before commencing the provision of services to the UNSMS organization or personnel in the context of RSMs in question, the private security company must provide a written certification to that organization that each of the company's personnel has undergone the above training and demonstrated the necessary level of skill.

K. Management and Oversight

27. The quality control oversight and day-to-day management of the contract is the function of the UNSMS organization that has engaged the private security company.⁴
28. In circumstances where a private security company is hired to provide armed security services to a common UNSMS facility or a common UNSMS operation, it is the responsibility of the most senior security professional directly supporting the DO⁵ to:
- a. Ensure that the on-site inspection of the private security company is completed;
 - b. Establish a mechanism to ensure that a monthly review of the performance of the private security company is also completed;
 - c. The on-site inspections and the monthly review may be delegated to members of the Security Cell, but the most senior security professional directly supporting the DO will remain accountable for their completion.
29. The most senior security professional directly supporting the DO and an official of the contracting organization must immediately submit a joint report of any performance issues or concerns identified, along with recommended remedial action, to the DO and the Country Representative of the organization concerned for approval.

L. Training and Compliance

30. This policy is to be part of the training for DOs, SMT members, security professionals and managers in UNSMS organizations who have responsibility and accountability for managing security for their organization.

⁴ With regard to Armed PSCS in the context of RSMs, the quality control oversight and day-to-day management of the contract is the responsibility of individual UNSMS personnel. Issues should be reported to parent organizations in a timely manner.

⁵ For the purposes of this policy, this is the Chief Security Adviser, Security Adviser, Chief of Security and Safety Services, or their respective officer-in-charge *ad interim*.

M. Utilization of Common Security Funding for Armed Private Security Companies

31. In instances where armed security services from private security companies are funded through the Local Cost Shared Security Budget (LCSSB), a specific budget line indicating the amount for these services must be included.

N. Enforcement

32. UNSMS personnel that fail to abide by the terms of this policy may be subject to administrative measures.

O. Final Provisions

33. This policy is to be made available to all UNSMS personnel.
34. This policy enters into effect on 24 January 2023 and replaces the previous version dated 8 November 2012.